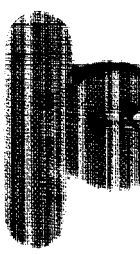


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ORR ADMINISTRATIVE STAFF

General Comments & Recommendations

The procedures of ORR's Administrative Staff are the most formal and detailed of all the DD/I Offices, and this undoubtedly accounts for the fact that this is also the largest DD/I Office Administrative Staff. (Although, in relation to T/O served, the ORR Admin Staff's T/O is not proportionately the largest).

Much of the formality and detail is attributable to the requirements of CIA Regulations which prescribe standard processes relating to personnel, budgeting and administrative services: ORR abides by the Regulations to the fullest possible extent. Much of its mode of operations is attributable to internal ORR demands for service, record-keeping and specialized handling of administrative matters (resulting from an Office policy of alleviating the divisions of all administrative work wherever possible). Some of it is attributable to internal Administrative Staff methods which have evolved over the years and which have defied correction because of the pressure of business.

We have discussed with the AD/RR those tasks which the Administrative Staff performs for his particular support, especially reporting and related record-keeping, and he has agreed that much of this work could be eliminated and should be studied by the Chief, Administrative Staff. Our comments and recommendations for improving specific procedures are contained in the attached detail.

Generally, it is our opinion that, if the Administrative Staff were to eliminate most of its logging of documents (including time-stamping and recording), record-keeping, reporting (as, for example, its Daily Diary) and multiple review of documents, the ORR administrative process would be less cumbersome, and there could be a saving of one or two positions in the Staff. The positions of Personnel Assistant, GS-9 [] and Clerk Stenographer, GS-5 [] both in the Personnel and Training Section, are concerned with functions which could be eliminated. The first position deals largely with reviewing personnel papers (prior to their review by the Personnel Officer, Deputy Staff Chief and Staff Chief), while the second position is responsible for the zone of consideration procedure and for various miscellaneous logging and general clerical operations.

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An example of cumbersome paper work is found in the handling of overtime analysis by the Budget and Fiscal Section. The channel is: one B&F Clerk, to another B&F Clerk, to the two B&F Officers, to a B&F Clerk, to the Staff Secretary, to the Deputy Chief, to the Chief, to the Staff Secretary, to the B&F Clerk. The B&F Officer, the Deputy Chief and the Chief of the Staff review all documents. The processing of the personnel documents is equally complicated. Obviously, multiple handling of this nature is not conducive to a simple, streamlined operation.

It is recommended that steps be taken to eliminate unnecessary review and handling of documents generally, as well as specifically recommended below. It is further recommended that, if and when the procedures are simplified, the possibility of eliminating the two positions of Personnel Assistant, GS-9 [] and Clerk Stenographer, GS-5 [] be examined. The Admin Staff's workload can readily be handled by the remaining personnel: Chief and Deputy Chief for general review and supervision; plus their secretary; Personnel Officer, Assistant P.O. (who also handles training); training clerk, personnel clerk in Personnel and Training Section; Budget Officer, Assistant B.O. & a clerk in Budget and Fiscal Section; and Records Management Officer; Administrative Services Assistant and a clerk in Records Management and Services Section. [It should be noted that, although the Admin Staff T/O [] there were, at the time of the survey, [] including an additional clerk working partially for the Staff Chief and partially with B&F Section.]

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ORR ADMINISTRATIVE STAFF
PERSONNEL AND TRAINING SECTION

PROCEDURE

COMMENTS & RECOMMENDATIONS

Promotions

1. Action initiated by supervisor (Branch Chief or higher)
 - a. Prepares justification memo (format prescribed by ORR regulation)
 - b. Forwards to Division Chief
2. Division Chief
 - a. Reviews memorandum
 - b. Ranks numerically all eligible personnel at same grade (ERA only)
 - c. Endorses memorandum
 - d. Prepares F1152a (0 & 2)
 - e. Forwards to Area Chief
3. Area Chief
 - a. Reviews
 - b. Ranks numerically all eligible personnel at same grade (ERA)
 - c. Initials F1152a
 - d. Attaches endorsement on all professionals
 - e. Forwards to ORR P&T Section
4.
 - a. Time stamps all copies of F1152a and reviews 1152a for accuracy and completeness.
 - b. Prepares Internal Information & Routing Sheet (no form #)
 - c. Checks ORR Kardex files to verify slot information, to check if slot vacant or encumbered, and if slot permits.

4. a. Time stamps are rarely used, although occasional reference is made to the date of transmittal to O/P of an 1152a.
Recommendation: Discontinue time-stamping 1152a except one copy retained in ORR.

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PROCEDURES

COMMENTS

- d. Pulls ORR personnel file, checks on current fitness report (obtains same if not current)
- e. On GS-7 and up prepares list of names of all in same grade and date of grade
- f. On GS-14 and up, requests official personnel folder, and prepares biographic sketch
- g. Enters short history under "Special Remarks" on Internal Router and questions whether vacancy has been advertised. Forwards folders, Routing Sheet, 1152a & CF4b to

- g. The individual card (f. CSOF4b) and the card used to show an individual's slot can readily be combined, thereby eliminating one record. The CSOF4b card is designed to serve as a ready reference regarding an employee's employment history. In fact, such material is found in the employee's ORR folder.

Recommendation: Combine the two cards; use one card giving the individual's name and grade, entered on the kardex file under appropriate components and opposite the position occupied. Note: St/A is now developing a McBee card which will combine the CSOF4b card and the employee training card.

- 5.
 - a. Reviews for completeness, accuracy, format
 - b. Checks DD/I vacancy advertisement requirement (See DD/I Vacancy procedure for details)
 - c. Passes to

- a. This review duplicates review by both

Recommendation: Eliminate.

25X1

- 16.
 - a. Reviews file
 - b. Checks time in grade, fitness report, demonstrated ability to work at higher level (supervisor's estimate) as prescribed in
 - c. Initials, and
 - d. Forwards to Chief, ST/A

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PROCEDURES

COMMENTS

7. Chief, St/A

- a. Signs 52's up to and including GS-11
- b. Initials for GS-12 and above
- c. Forwards all actions to AD

8. AD approves GS-12 and up, (AD's secretary makes notebook entry on all promotion actions), returns to []

25X1

25X19.

- a. Forwards promotions for GS-14 and 15 to DD/I. Career Board for review (with official personnel folder) - 1 copy of 1152a held in ORR
- b. On GS-13 and below, forwards original / 1 of 1152a to O/P (memo, endorsement and 1 copy of 1152a kept in ORR)
- c. Prepares work sheet for status report-promotions

- c. At present, data for monthly reports are recorded in pencil on work sheets; reports are later typed on ditto masters. Recommendation: Develop standard report format and write in data on ditto master with ball pen. Ditto master can then be run off directly, thus eliminating written work sheets and later typing of masters. [This should be moved to Step 11, so that dittoed report will contain only information on completed personnel actions.

d. Gives suspense copy of 1152a to []

25X1

25X10.

- a. Removes zone of consideration memo
- b. Suspends zone of consideration memo until promotion action completed. (When 1150 received, prepares new zone of consideration memo and files)

10. See recommendation regarding zone of consideration procedures.

25X11.

When 1150 is received

- a. Marks effective date on 1152a
- b. Change T/O card and individual card
- c. Send 1150 to Division Admin. Asst. []

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PROCEDURES

COMMENTS

d. File 1152a in individual folder

Recruitment - Referrals from O/P

1. Official Personnel folder (containing PHS and f. 182, Report of Interview) placed in IN box in P&T Section

25X12. [] logs in on 5x8 card (no form
25X1 no.). To []

2. 5f, 10. The 5x8 card is used to keep track of O/P folders while in ORR, as well as abstracts of comments made about applicants. This card, the 3x5 "tickler" card and the Internal Information & Routing Sheet all contain much the same information. Consolidation will eliminate overlapping forms and records.

Recommendation: Devise one official 5x8 card form to contain all information regarding receipt of O/P folders and employee processing. Use this form to replace Internal Information & Routing Sheet in all transactions. Eliminate the Internal Information Sheet, the present 5x8 card form and the 3x5 "tickler" card.

25X13. [] reviews for

- a. Eligibility for SI clearance (this is in re: foreign background and other [] standards)
- b. Satisfaction of ORR qualification requirements (as stipulated by ORR divisions on previously submitted Recruitment Request, f. 52)

a. See 6 below

If individual has qualifications, she refers to SI/PR (ERA) or directly to Geographic Area Division (advising, when necessary, that individual can't meet OCI security requirement without waiver). If individual not qualified, she returns file to O/P. Note is made on 5x8 card of file status.

4. If division not interested, it returns file to P&T, which may shop further or return file to O/P. If division interested, it prepares f. 1152a, sends through Area

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PROCEDURES

COMMENTS

Chief (with complete file) for endorsement, then to P&T Section. If waiver of OCI required, division also transmits memo of justification.

25X16.

- a. Time stamp 1152a (all copies)
- b. Prepare Internal Information & Routing Sheet (no form no.) for attachment to OHR file.
- c. Check T/O (Kardex) to see if slot available.
- d. Check 1152a for accuracy and completeness.
- e. Prepare OHR folder for individual, including copies of PHS, attach Internal Routing Sheet.
- f. Type two 3x5 cards - 1 for T/O (name and proposed grade) and 1 for tickler file to show date sent to O/P, date of Security Check, date of clearance.
- g. Give files to []

25X1

25X16.

[] checks 1152a for completeness and accuracy and for SI clearance eligibility; notes on Internal Routing Sheet. []

25X1

6. The review of 1152a's by [] should be eliminated, as specified elsewhere. The review of eligibility for SI clearance duplicates the review done by [] at Step 3a. Recommendation: Eliminate Step 6. At Step 3a, have [] mark on the internal routing form whether or not individual is eligible for clearance.

25X1

25X1

25X1

25X17.

[]

25X18.

[] approves through GS-11, forwards all to AD/RR.

9. AD reviews, approves GS-12 up. His secretary notes action in her own T/O record. Back to P&T Section.

25X110.

[] pulls copy of 1152a and date stamps (place in suspense until F1150 returned); makes entry in work sheet for status report; logs out on 5x8 card

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PROCEDURES

COMMENTS

and places card in dead file; records date on 3x5 card; sends 0 / 1 of 1152a to O/P. (GS-14 & up sent to DD/I C.S.B., which then sends to O/P.)

- 25X11. On basis of status report, [] prepares request to OCI for clearance; records on her own 3x5 card.
- 25X12. When f. 1150 received, [] prepares CSOF4b for employee, makes entry on T/O card; sends 1150 to division; enters EOD on status report work sheet; files f. 1152a (from suspense) in employee's ORR folder; marks effective date on 1152a.

Special Recruitment by ERA - same procedure except that material is hand carried thru ORR. A special tickler file (3x5) is used, as is a log of "Survey of Persons In Process From ERA Recruiting Trips" (a cumulative report for the year).

Special Recruitment: The 3x5 tickler file and the log both contain the same information.

Recommendation: Eliminate the 3x5 card record.

Reassignment

Attempt is made to salvage an employee, place him in a more appropriate position, etc.

1. Within ORR

- a. Gaining division prepares 1152a (o / 2), signed by division and area chiefs, to P&T Section.

25X1

b. []

- 1) Time stamp all copies of 1152a
Check 1152a for accuracy, completeness, etc.
- 2) Check Kardex for slotting data -
enter card to block slot for individual - for vacancy, may call division if job occupied, check grade of individual and slot.
- 3) Check ORR folder for current -
90 days - Fitness Report (obtain one if necessary).
- 4) Prepare Internal Information & Routing Sheet.

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PROCEDURES

COMMENTS

5) File to []

- c. [] - checks 1152a for completeness and accuracy. See MD/I vacancy procedure. [] for review.
- d. To [] for review and signature (GS-11 and below).
- e. To AD for signature (GS-12 and up). To P&T Section.
- f. []

- 1) Date stamp 1152a - all copies.
- 2) Detach copy of 1152a for suspense file.
- 3) Forward 1152a and Fitness Report to O/P. (0 / 1)
- 4) Detach Routing Sheet and memos, put in folder, refile folder.
- 5) Make up monthly status report from 1152a - make change in T/O card, put in appropriate component.
- 6) Put 1152a in folder.
- 7) When 1150 returned, mark effective date on 1152a and on OF4b card, send 1150 to division administrative assistant.

2. Outside ORR

- a. [] logs on 5x8 card - 1152a (0 / 1) plus O/P folder received in P&T Section from gaining office for concurrence.
- b. [] Requests Fitness Report when necessary. Types concurrence line on 1152a for [] signature.
- c. Make copy of 1152a for P&T Section file. Hold in suspense.
- d. Attach copy of current Fitness Report. To [] for signature. [] logs out on 5x8 card. Sends to next office (as specified by Routing Sheet)
- e. When 1150 received (marked "loss notice") (use for status report) - notify division; pull T/O card and individual card (OF4b) and ORR folder, enclose 1150 in folder. Retire (unless keeping ORR C.S. desig.)

a. See comments regarding 5x8 card under Recruitment.

c. This copy of the 1152a is not used.
Recommendation: Eliminate creation.

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PROCEDURES

COMMENTS

folder after six months, keep OF4b and destroy T/O card. Personnel file returned after six months, unless individual retains ORR C.S. designation.

3. Transfer Into ORR

a. Division prepares 1152a (0 / 6) / O/P file (they have obtained O/P personnel file). Division and area chiefs, to P&T Section.

b. []

- 1) Time stamp all copies of 1152a.
- 2) Check Kardex for vacant slot, put in blocking card. Make up T/O card.
- 3) Attach Routing Sheet.
- 4) Call losing office for Fitness Report (hold for this).
- 5) Entire file to [] requests SI clearance, reviews file. To [] to [] to AD, to P&T Section.
- 6) []

- a) Date stamp all copies of 1152a. Send 1152a's to gaining office for concurrence, then to O/P.
- b) Make up OF4b card and folder - enclosed Routing Sheet, memos from division.
- c) Monthly status report made up from 1152a.
- d) 1152a filed in folder.
- e) When 1150 received, mark effective date on 1152a and on OF4b cards, send 1150 to division administrative assistant.

Details Outside ORR

1. [] prepares 1152a (0 / 2)
(notified by [])

2. Attach Routing Sheet.

3. Pull ORR folder.

4. Place blue card in Kardex over original T/O card, giving reasons for detail, former assignment, Office to which detailed, detail length of time.

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COMMENTS

- 25X1 5. Mark calendar for end of detail.

[]
7. Pull copy of 1152a, date stamp, pull Routing Sheet, send 0 / 1 to O/P. File 1152a in ORR folder.

25X1 8. At end of period, pull file, write note to [] advising of end of detail period.
Some details by memo of agreement
No 1152a; suspend on calendar, blue card in T/O file.

25X1 Details between ORR areas for six weeks or longer - [] prepares 1152a, has
25X1 division chief sign, processes through
25X1 [] AD, O/P.

Separations

LNOP

25X1 1. Division prepares 1152a (0 / 6). Employee signs separation portion. Signed by division and area chiefs. To P&T Section.

2. []

- a. Time stamp 1152a (all copies).
b. Prepare Pre-Exit Interview Schedule - write in dates & times of interviews, name of individual & interviewer.
(Call O/P & arrange Exit interview)
(Arrange Pre-Exit interview with

- 25X1 []
c. Prepare Internal Information & Routing Sheet.
d. Pull ORR folder.
e. Check folder for current (within 90 days) Fitness Report. If current, obtain from division a memo re: re-employability. If not current, obtain from division new Part I of Fitness Report (re: re-employability).
25X1 To [] folder, 1152a, all papers.

- 25X13. []
25X1 a. If clerical, hold for pre-exit interview.
(Then to [] Write form memo to OCI
If appropriate (dittoed form, no form no.)

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PROCEDURES

COMMENTS

for debriefing, give professional file to
[] Notify OSI if necessary.

b. [] Determine reasons for separation, attempt to salvage employee, record information on Pre-Exit Interview Schedule.

c. File to [] and then to AD, sign 1152a. Returned to P&T Section.

d. []

- 1) Pull 2nd copy of 1152a for suspense - date stamp and give to [] who destroys some of consideration memo; transmit others (2 Payroll, 2 Security - put in envelopes 2 plus Fitness Report to O/P - Fitness Report may follow 1152a depends on suddenness of separation).
- 2) Detach Pre-Exit Interview Schedule.
- 3) Professionals - place name on OIR list of "re-employable" (if appropriate) key personnel.
- 4) Send all schedules to []
If an employee is separated for security or medical reasons, [] prepares 1152a, (0 / 6) same distribution, stating "personal reason" is reason for separation. No exit interviews, no Fitness Report. Other procedure same.
- 5) File Routing Sheet in Folder and file folder.
- 6) Once a month - make entries in status report, pull folder from active file, pull T/O and CF4b cards, destroy T/O card, CF4b card filed alphabetically and retained, place 1152a in folder, place 1150 in folder, keep folder six months and retire.

LMOP

No Fitness Report. Other procedure same.

Zone of Consideration

Zone of consideration memo (in duplicate) maintained in suspense file for every employee. Arranged by grade categories.

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PROCEDURES

COMMENTS

1. Each month, memo (standard format, no form no.) for employee entering zone of consideration sent to division, to branch chief.
2. Branch Chief checks off appropriate portion of form memo indicating promotion to be initiated or not. (Give explanation of no promotion.) If employee to be promoted, division prepares SF 1152a and returns with memo. Memo / 1152a sent to P&T Section.

This procedure is cumbersome and time consuming; moreover, it is normally the responsibility of an operating supervisor to determine when each of his subordinates is eligible for promotion. This can be easily accomplished, since each division is advised (via f. 1150) when an employee is promoted, reassigned etc. so that the date upon which he will enter the zone of consideration for the next promotion is readily available. This is an example of a P&T Section procedure which represents more than reasonable service to operating components. Recommendation: Eliminate the zone of consideration procedure from P&T Section.

3. a. No promotion:

- 1) [] reviews clericals, [] reviews all, original of memo initialed by [] returned to []
- 2) [] prepares new memo and sets up one year suspense.

b. 1152a submitted (see Promotions):

- 1) Copy of 1152a to [] who destroys original zone of consideration memo; holds duplicate copy of memo pending approval of promotion.
- 2) When [] status report indicates approval of promotion, [] prepares new zone of consideration memo (in duplicate) and files by grade category.

Note: In the case of ORR personnel temporarily reassigned or detailed to other offices, or overseas, and maintaining ORR Career Service designation, zone of consideration memos are sent to former ORR division. If the division agrees that the individual warrants promotion (on the basis of his former work and of their knowledge of his present work), St/A will, by telephone notify present employing component. (This is to make certain such personnel are not overlooked.)

ORR PERSONNEL PROCEDURE
PERIODIC STEP INCREASES

1. Master list plus individual Form 560 (orig. / 1) are received once a month from O/P.

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COMMENTS

- 25X1 2. [] checks individual Form 560's against master list for completeness. Checks T/O Kardex file for division and branch data and sends out to supervisor with form letter (no form no.) with one week suspense.
3. As F560's are received from supervisor, they are crossed off master list, one copy of F560 is detached and filed in individual folder. When all of F560's are received, they are sent all together to O/P. [] makes telephone calls on delinquents.)
- 25X1 4. If any PSI is turned down by supervisor, [] refers to [] who checks with supervisor re memo of charges and [] Separation procedures.
- 25X1 5. When O/P approves PSI's, sends back to ORR. [] posts on OF4b and on 560 in individual folder, and sends to admin. asst. in divisions.

Fitness Reports

- 25X1 1. Receive from O/P dittoed form (0 / 1) - gives 1 to [] listing names of individuals for whom Fitness Reports required.
- 25X1 2. []
- a. Prepare Part A - rubber stamp "Supervisor's Work Copy, etc. name, birth date, S.D., grade component, title, date, report date, covering date.
 - b. Determine need for C.P.O. from IBM list of all ORR personnel - includes date of entry into Career Staff. (All C.S. members must prepare C.P.O.)
 - c. Attach F. 45e - expedite Routing slip, giving date due in St/A. Attach C.P.O. form to Fitness Report form (the Supervisor's Work Copy F. 1270.)
 - d. Log (by division no form no.) - name whether annual or initial report ending date. (When report returned completed, logs as complete in St/A.

- d. This log is unnecessary; the O/P list is adequate for determining which Fitness Reports have been received.

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Recommendation: Eliminate the log; use a simple check mark on the O/P list.

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- e. To division
- f. Receives Fitness Report (O/2), logs in. To []
- g. [] Review Fitness Report for completeness and accuracy; follow up via form letter to division chiefs thru area chief. Brings low or unusual ratings to [] attention.
- h. [] Logs out to O/P (O/1). Records on OF4b (ending date and whether annual or initial). File one copy Fitness Report in individual's folder.

ORR PERSONNEL & TRAINING

Career Preference Outline

1. F. 1030 (CFO) and F. 1270 (Supervisor's comment on CFO) sent out by [] with annual fitness report.
2. Individual completes front of F. 1030. May discuss with Bennett prior to completion.
3. Supervisor comments on career interest and training in Section of D of F. 1030.
4. Division Chief makes comments (on separate page) and makes 1st endorsement on F. 1270.
5. Area Chief comments and makes 2nd endorsement on F. 1270 and forwards to ORR personnel.

6. [] checks F. 1030 and 1270 for signature and clerical accuracy and passes to []

6. Step is unnecessary since [] also reviews entire file.

Recommendation: Eliminate Step 6.

7. []
- a. Checks F. 1030 and 1270 for completeness.
 - b. Reviews training card, personnel folder, and biographic profile.
 - c. Interviews employee on career interest and training.

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- 1) Checks individual's qualifications vs. job qualifications, discusses career interest with appropriate component.
- 2) Checks training against job requirements and uses experience of training of others.

d. Prepares memo to Chief, St/A indicating C.S.B. member who should see package.

e. Passes to []

8. []

a. Types memo (Step 7d) and keeps copy of memo.

b. Forwards to Chief, St/A.

9. Chief, St/A:

a. Sends CPO to C.S.B. member for review and recommendations.

b. [] prepares C.S.B. agenda, with thermofax copies in individual folder for each member.

10. C.S.B. acts on CPO - Comments in Section E of f. 1030 are typed by [] from C.S.B. minutes.

11. Comments of C.S.B. reviewed by []

12. Data from CPO abstracted by [] on 3x5 cards.

- a. Alphabetical card listing sections 9, 10a & b, 11a & b of F. 1030 - general activity, immediate career interest, long range career interest, training, - immediate, training - long range (1 card).
- b. Career interest by component.
- c. Quarterly training suspense file.
- d. Course file.

Note: Back log of CPO:

- 1) Approximately 400 CPO's to be completed.
- 2) 20 CPO's completed and ready to go to C.S.B.
- 3) 15 CPO's forwarded to C.S.B.
- 4) 3 CPO's completed by S.S.B.

12. The 3x5 index card file, while not completely in effect, promises to become a time-consuming and difficult job, with small return for the benefits to be derived. As in the case of the zone of consideration procedure, determination of what training an employee should obtain is his and his supervisor's job; St/A's role should be to advise regarding availability of applicable courses of training. Moreover, training interests change & individuals leave, so that the 3x5 cards would never be completely accurate. Insofar as reassignments are concerned, the DD/I vacancy procedure provides for notification to all employees of existing possibilities for reassignment. There

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COMMENTS

is too little activity in regard to reassignments to warrant an extensive 3x5 file Recommendation: Eliminate the 3x5 cards. Any information regarding an individual's career & training interests can be easily obtained from the C.P.O. or (more accurately) from the employee himself.

ORR PERSONNEL & TRAINING

Training Requests

Internal Training

1. Individual completes F. 73 (0/2)
2. Request approved by supervisor
3. Submitted through Division Chief and Area Chief to PWT - each division now keeping record of each F. 73.
4. ☐ reviews that information on F. 73 correct for division chief's signature, clerical accuracy and completion.
 - a. Checks that training has application to job (relies on supervisor's recommendation).
 - b. Approves training for ORR (Stamps ☐ signature).
5. ☐
 - a. Records training on F. 70-95 (Individual Training Card).
 - b. Logs by individual's name alphabetically into Training Ledger. (A 2-section ledger: 1 - Language, 2 - Other than Language)
 - c. Logs by course in black notebook listing names.
 - d. Forwards F. 73 (Orig / 1) to OTR. Keep and file one in ORR folder.
6. ORR sometimes returns copy of F. 73 that Training is approved - Record on Ledger and on individual training card. She sends to division; most of time, received so late that she destroys.

b. & c. The two part ledger & the black looseleaf record kept on internal training are used primarily for compilation of St/A's monthly activity report. The information in these records is identical to that in the training requests (green sheet).

Recommendation: Eliminate the two logs & use the Training Request for all necessary information. Number of hours of training per month can be recorded directly on the TR.

External Training

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COMMENTS

6. See 5b. & c. on previous page.

1. Individual submits F. 136 (Orig / 8) through supervisor, division chief, and area chief.

25X1 2. [] checks information for clerical accuracy and completeness, attaches training card and submits to Bennett.

25X1 3. [] checks objectives and relation to job carefully, approves for []

25X1 4. [] approves for C.S.B.

5. Final approval for OTR by AD. Form returned to P&T.

25X1 6. [] forwards 7 copies to OTR via Security, suspends 2 copies, sends 1 to []

25X1 7. [] maintains 2 part alphabetical ledger (1 part-time, 1 full-time), records on F. 70-95. OTR phones that request approved, she calls individual.

7. Same comment as 5b. & c. on previous page.

25X1 8. Upon receipt of approved copy of F. 136 [] files in individual's folder.

Self-Sponsored Training

25X1 1. Alphabetical log maintained by [] (Data acquired from request for security clearance - see in St/A Reading File)

1. Recommendation: Use copy of the request for security clearance, rather than maintaining a special log.

25X1 2. Sends form letter to employee (Signed by [] after training completed, inviting individual to have official sanction. Individual writes course grade at bottom of form letter. [] then records on Training Card.

OTR PERSONNEL & TRAINING

Qualifications Review Panel - extended external training (over 2 months) - after external training request received.

25X1 1. [] completes OTR Request for Qualifications Review & Placement Panel Consideration (no form no.) arranging with individual for transcript of academic record and schedules Professional Employees Testing Battery & Foreign Language

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COMMENTS

Aptitude Testing Battery if not already completed - ask individual.

25X1 [] also has individual & supervisor sign the request form.

- 25X1 2. Verbal or written advocacy of training by [] at panel meeting.
25X1 First line supervisor and division
25X1 or area chief also attend meeting
with [] of OTR and AAE staff member.

- 25X1 3. Full-time training of 2 months or more
duration is requested through []
to O/S to OTR.

Language Lab

- 25X1 1. Use of lab requested on F. 73 (0/1)
[] keeps copy, sends copy to OTR -
with justification of how language
relates to job, and when lab is wanted.
- 25X1 2. [] schedules use of lab by day and hour.
Schedule (no form no.) is completed weekly.
- 25X1 3. Tapes are checked in and out by []

Note:

Language lab cost \$1700 (\$1500 from OTR).
3 tape recorders procured. OTR furnishes
tapes. Individual must use lab minimum of
3 hours a week. Lab was established to cut
down travel time. OGI & OSI interested in
using lab. OTR requires report on time spent
and languages studied in lab.

Establishment & Operation of Training Courses

1. OTR runs Statistics Course, PI Course, and
NSA Russian Language Course.
- 25X1 2. F. 73 through division and area chief (0/1)
to request training - [] writes course
announcements for AD's signature.
- 25X1 3. [] checks justification for course, schedules
applicants for next course (requests are re-
ceived from other offices) - sends copy to
instructor, puts copy in individual's file.

PROCEDURES

COMMENTS

description of position and qualifications required.

- c. [] receives ditto master, reviews (using Kardex) for proper title and grade and description of duties re propriety of duties. To [] for signature.
- d. Returned to [] (dittoed in P&F Section) who establishes deadline & date, enters date on notice, files ditto copy of vacancy notice by ORR in overall vacancy notice book.

- e. P&F Section dittoes notice, addresses envelopes, sends notice to all DD/I offices. Applications - F. 1226 Request for Consideration for DD/I Vacancy (ORR) or Nomination for Vacancy - if intra-Area, go directly to Area Chief from Division Chief; if inter-Area or external, go to [] - she time stamps, logs in on blank book, delivers to Area.

- f. Division conducts interviews, records results on f. 1226 or Nomination for Vacancy, transmits to [] with other papers. 1152a may accompany, in which case, see Reassignments.

- g. [] Removes application, notes on Internal Information Sheet that interviews completed. If applicant from within ORR and not selected, writes letter to employee for [] signature, places application in applicant's ORR file. If from outside ORR and not selected, returns application to Personnel Officer of employing office. [] logs out (blank book, no form no.) indicating name, office, position applied for, results of interview. (Log used for: making certain they're following DD/I procedure requiring interview of a least 3 people.)

- e. The log maintained by [] is never used. Recommendation: Eliminate log and time-stamping.

- g. See 5. above.

2. Outside ORR

- a. Vacancy notice received by [] with 3 Approved for Release 2005/07/13 : CIA-RDP61-00901A000300050003-0

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COMMENTS

4. Upon completion of course, instructor's report is thermofaxed and filed in each individual's folder. Evaluation entered on F. 70-95.
5. F. 1025 submitted monthly to OTR on each student.
6. Announcements of ORR courses are to be made in ORR Notices from now on.

Training Counseling

1. [] handles training questions of clericals - also answers questions on OTR courses.
2. [] handles training questions of professionals - also coordination with OTR.

Language Awards Program

Has sent Language Data Record (F. 444c) to each individual. Individual completed and returned to her (1 copy); she makes copy, filed alphabetically, she'll file these in ORR file.

Recommendation: Have employee complete two copies of f. 444c, use one as a record.

DD/I Vacancies

1. Within ORR

This procedure is followed in the case of promotions only if the employee to be promoted is to be reassigned to another position. If an employee is being promoted in his present position, procedure is not followed.

- a. See procedures for Reassignment and Promotion. Normally, the division has folled vacancy procedure prior to submittal of 1152a. Sometimes 1152a received with vacancy notice. [] reviews such cases to make certain all clerical positions (GS-7 up) and all professional positions (GS-9 up) have been advertised.
- b. Division prepares (on ditto master) vacancy notice (no form no.) specifying position title, position number,

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PROCEDURES

COMMENTS

b. []

- 1) Establishes ORR deadline date - writes deadline on copies going to divisions of ORR. (Early enough for ORR Career Board Action)
- 2) Prepares brief of notice, for dissemination to all staffs and branches, dittoed, outlining duties and qualifications of advertised positions.

c. Individual submits f. 1226 to [] P&T Section, through division and area chief.

d. Application time stamped in P&T Section, to [] logs in (dittoed form, no form no.) (to make certain all applications sent forward - will replace blank book) holds for ORR-established deadline date.

d. See 5. above.

e. [] reviews individual's file and f. 1226; if clerical, may note on form that applicant doesn't qualify. File, f. 1226 to [] for transmittal to ORR C.S.B.

f. If ORR C.S.B. approves, returned to her with note of action. [] prepares memo to appropriate C.S.B. (for [] signature), logs out (dittoed form or blank book), sends application to other office. [] notifies division and applicant phone. If applicant's request is rejected by ORR C.S.B., [] telephones division, prepares memo to employee (for [] signature), places application in employee's ORR folder.

g. [] follows-up (by telephone) with other office C.S.B. If applicant accepted, release date is arranged.

h. If applicant not selected, he is advised by [] memo signed by [] his application placed in his ORR file.

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PROCEDURES

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COMMENTS

ORR PERSONNEL PROCEDURE

Consultants -

1. Request is originated by division and submitted through the area chief who screens for feasibility and whether any present consultants can be utilized.
2. ORR personnel also screen for this. Contact DD/I for verbal approval and Security for Indices check. The individual consultant is contacted through O/O to obtain PHS.
3. F. 1152a is prepared in ORR personnel plus a memo of justification describing the job, special skills required, and why someone else cannot be used.
4. ORR submits 52 and memo of justification through DD/I to O/P. O/P reviews and writes memo to DCI.
5. When clearance is completed, Security calls ORR personnel who contact DD/I Office to see if Building 13 interview desirable.
6. Procedure prescribed by is followed.

ORR PERSONNEL PROCEDURES

Job Classification

1. Division requests proposed change in job classification. contacts Division, discusses feasibility, and then makes an evaluation and recommendation to Chief, St/A. reviews for title change, upgrading, effect on average grade level ceiling, T/O, etc.)
2. Memo is prepared for signature of Chief, Administration or AD. Appointment for O/P Wage and Classification is arranged by
3. If O/P approves, form 261 (in duplicate) is sent to ORR. makes change

PROCEDURES

in T/O Kardex, files one copy of F. 261 in 261 file, and sends second copy to originating division.

Personnel Files

1. ORR Personnel File is made up when F. 1152a is forwarded to O/P. A copy of ORR interview report, routing slip and a copy of PHS and photo if available are inserted in file. Thereafter copy of anything affecting employee is placed in folder. OF4B is made up when employee enters on duty.
2. Official O/P Folder - [] requests on F. 198 initialling for [] Upon receipt, logs in on 5 x 8 card (no form no.). Files are logged out to divisions and staffs on cards and when returned, any comment is entered on 5 x 8 card. F. 198a is filled in if official folder is transferred to another office. Requests for folders are logged in a black notebook divided into ORR components so [] will know where to send folder when received. Data on applicants is also logged in black notebook divided into ORR components so [] will know where to send folder when received. Data on applicants is also logged in black notebook to show name, address, who referred the applicant and his division. Applicant folders are requested by telephone from the O/P placement officer for ORR (form 198 is not used).

Security

1. SI Clearance (for Economic Area) form memo is prepared behind barrier by ORR personnel [], signed by Chief, Administration and sent to OCI.
2. Q Clearance - [] obtains special form from OSI, completed by individual, approved and signed by AD, and transmitted to OSI.
3. Special card files are kept on SI and Q clearance of personnel.

COMMENTS

2. The black notebook duplicates the 5 x 8 card, except that the card is now not created until the folder is received. Recommendation: Eliminate black notebook; create 5 x 8 card as soon as request sent to O/P, use as record for forwarding of folder. [See comments re: 5 x 8 card under Recruitment.]

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PROCEDURES

COMMENTS

4. Security violations are recorded on OF4B form.
5. Reprimand memos are filed in individual OHR personnel folder.
6. Files of geographic area personnel are reviewed to see if anything would bar SI clearance - if so, not acceptable for geographic area.
7. If employee holding SI clearance is under taking foreign travel, OCI is notified of intended travel. (For official foreign travel, Budget and Travel Section prepares staff study.)
8. For absences of 90 days or more of personnel with SI clearance, OCI debriefing is arranged (travel, LWOP, reassignment where SI clearance not necessary, and for all resignations).

Reports

1. Daily Diary - submitted to Chief, Administration covering unusual or major events.
2. Monthly Activity Report to Chief, Administration - a narrative report plus tabular breakdown of training activity; a personnel summary for month showing resignations and transfers, cancellations, appointment actions, and EOD's broken down by area and division, and by professional and clerical; a report of attrition for 6 month period for on duty personnel broken down by area and division, professional and clerical; and a report of attrition of professionals in process for 6 month period.
3. Status Report - end of month statistical report comparing present and last month; a break down of staff and areas by division showing T/O strength, on duty strength, and in process; a report of military authorizations; a report of entered on duty or transferred to OHR; a report of appointment actions; a

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PROCEDURES

COMMENTS

report on consultants; a report on promotions; a report on resignation and transfers; a report on LWOP - non ceiling. This report is signed by Chief, Administration and submitted to AD with copies to Office of Personnel, Economic Area Chief, Geographic Area Chief, Budget, DD/I and St/A.

4. [] also gives [] a written report on problem type cases in ORR. The report states the situation and what progress has been made in resolving the problem.
5. An annual report on turn-over is submitted to the AD.

Orientation

1. [] handles orientation for all professionals. [] handles orientation for all clericals.
2. Orientation Manual includes copy of mission and functions of ORR, chart of ORR organization, ORR briefing paper.
3. There is also substantive briefing by area and by division.

See comments regarding Records Management & Services Section. As in the case of security briefings, the individual will be most concerned with division; branch policies regarding administrative matters. Since he is briefed at these levels, the St/A briefing is superfluous. Recommendation: Discontinue P&T Section briefing; prepare a briefing outline for use in divisions to insure adequate coverage of all material.

RECORDS MANAGEMENT AND SERVICES SECTION

PROCEDURES

1. Requisitioning

Volume--40-60 requisitions/month

a. Non-expendable items (not requiring justification).

- 1) The requisitioning division may call the R&S Section to determine whether any item can be obtained from stock or whether it must be purchased. R&S determines this from Building Supply Office and Logistics catalogue.

COMMENTS & RECOMMENDATIONS

1. (a-c)

R&S Section is not in a strong position to turn down requisitions; however, it can perform a service in advising divisions regarding availability of items desired, or substitution of other items. The procedure of sending f. 88's for expendable items to R&S serves no useful purpose; it simply adds an additional step to the usual procedure of a division contacting the B.S.O. directly.

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PROCEDURES

COMMENTS

Recommendation: Discontinue practice of sending requisitions for expendable items through R&S.
[Firth agrees].

Comment: There is a question regarding ability of R&S to evaluate requests for business machines, in view of the increasing complexities in electronic and mechanical equipment.

- 2) Division prepares requisition (f. 88), sends to R&S Section.
- 3) R&S Section logs in and reviews the f. 88, may attempt to substitute items (with consent of division).
- 4) If item costing over \$10, f. 88 is sent to Budget & Fiscal Section for obligation of funds.
- 5) The f. 88 is logged out, goes to B.S.O. then to Logistics. O/L sends pink copy of f. 88 back to R&S, advising: delivery date. R&S has been filing the pink f. 88 in a folder by ORR component. (This is used only as a reference in case R&S is asked about the requisition). This procedure has been discontinued.
- 6) When the item is delivered, R&S meets the delivery truck and arranges entry into the building. R&S or the division will sign a copy of the f. 88 as a receipt.

b. Business Machines

- 1) Division prepares f. 88 and memo of justification.
- 2) R&S reviews, may survey proposed utilization of equipment, may suggest substitutions or alternative methods. R&S endorses and sends to B&F Section for obligation of funds.
- 3) F. 88 & memo sent back to R&S Section for logging.

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PROCEDURES

- 4) F. 88 & memo next to Mgt/S for approval.
- 5) Procedure then same as above.

c. Class A Furniture

Procedure same as on business machines, except that no obligation of funds is required, & f. 88 is approved by Chief, ORR Admin. Staff.

In addition to the above, R&S Sec. occasionally receives f. 88's for expendable items for outlying ORR components (Map Library, etc.). Procedure same as la above.

d. Purchases

- 1) Division prepares f. 88.
- 2) Logged into R&S, which reviews for amount, price & suggested vendor, & arranges to have such information inserted. Reviews for unusual or unnecessary purchase.
- 3) F. 88 sent to B&F Section for funds obligation, back to R&S Sec. for endorsement.
- 4) Copy of F. 88 is filed by B&F Sec., remainder sent to B.S.O.
- 5) Procedure then same as for supply.

e. Contracts (not including Consultants)

- 1) Volume - 12 a year
- 2) Divisions initiate either a Staff Study or a Memorandum. Staff Studies are required for external research contracts. AD's special assistant reviews staff studies. Memos are used for the development of equipment and for submission occurring late in fiscal year

COMMENTS

- a. In other DD/I Offices, the individual responsible for maintaining funds accounts is also responsible for inserting into purchase f. 88's date re: prices, vendors, etc. This information is now provided by a clerk in R&S Section. The Chief, R&S Section states that this function could be handled by B&F Section, but he points out that tentative CIA requires a component Logistics Officer to supply this information. In view of the fact that a clerical now handles this function, there does not seem to be a valid objection to transfer to B&F.

25X1

Recommendation: B&F Section insert in f. 88's information reprice and vendor.

F. 88's for purchase are reviewed by R&S, then sent to B&F, then back to R&S for endorsement. Chief, R&S says this is because he must endorse as a last step, after determining availability of funds. This requires unnecessary paper handling. If funds are not available, f. 88 could not be processed in any event. Since both R&S & B&F are part of one staff, there appears to be no

PROCEDURES

COMMENTS

Recommendation: R&S review and endorse f. 88's for purchases, send to B&F for obligation of funds, and then out to O/L.

- e. R&S Section is performing purely a clerical service in regard to contracts. The section is rarely involved in planning or developing contract projects, & is therefore in a poor position to make a contribution. Questions (from O/L, for example) are normally referred to the AD's assistant, the Chief, Admin Staff or the Division by R&S Section.

Recommendation: R&S Section be eliminated from the contract initiation procedure. Eliminate the contract folder.

- 3) R&S checks for complete justification and requests clarification if necessary.
- 4) R&S prepares Form 88, Obligation of funds by B&F and approval of Chief, Admin required, submits to B.S.O.
- 5) Any questions raised by L.O. are referred to R&S which then contacts the division or the AD's assistant.
- 6) R&S maintains folders for contract background material. These are convenience, rather than official record folders.

2. Records Disposition

a. Retirement

R&S assists in selection of retirement items, refers to Record Control Schedule Item Number, obtains retirement job. no. from Records Management Staff, reviews shelf list, (required for SI material) maintains Retirement Record.

b. Destruction

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PROCEDURES

- 1) On files in ORR, R&S form letter requests quarterly report of destruction. These reports are logged and tabulated by components. Interim reports for some components are also recorded as received. Record Control Schedule reviewed.
- 2) On files retired to Record Center, R&S receives and screens destruction requests, checks with originating office before authorizing destruction, examines material at Record Center or arranges for recall if necessary to decide on destruction, consults with Records Management Staff if outside Agencies are involved in records.
- 3) After internal reorganizations, R&S recommends destruction of duplicate material resulting from change.

3. Records Maintenance

R&S makes recommendations re types of filing equipment, location of files, (central vs. dispersed) organization of files (temporary vs. permanent; subject numeric filing). Clears requests for and recommends consultation with Records Management Staff, and attend procedure improvement demonstrations.

4. Records Creation

- a. No implementation of correspondence management.
- b. Reports Mgt. Survey completed with 5 reports being consolidated into 4 with reporting frequency extended to quarterly basis from monthly. 39 ORR reports.

COMMENTS

- b. Records Management Staff requires annual reports of destruction from operating components. The ORR requirement for quarterly reports is unusual, however, it may be justified on grounds of volume. The interim reports submitted by some components appear to be excessive.

Recommendation: Eliminate interim reporting by divisions of records destroyed.

Comment: Semi-annual reports would require less work by R&S Sec. and would accomplish the same end.

R&S is 6 to 9 months behind in recommending destruction of duplicate material resulting from ORR reorganizations. Elimination of tasks of lesser importance (as recommended throughout this paper) would permit R&S to devote more time to the more important records management work to be done.

- a. See 2b. above.

- b. In a prior study of ORR Admin. Staff work distribution, it was determined that 59 hours per week are spent on administrative reports, including a substantial amount on the Daily Diary. The importance of advising the component chief of important occurrences cannot be over-emphasized; however, the necessity for making this advice a written report is questionable, especially when the report is

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COMMENTS

Recommendation: Eliminate the Daily Diary. When reports of important occurrences are necessary, make them verbally.

- c. Records maintained:
 - Record of Destruction
 - Record of Retirement
 - ORR Regulation Background File
 - External Contract File
 - Reproduction Requests
 - Building Move Folder
 - Maintenance Request Folder
 - Telephone Installation Folder
 - Requisition Log - Non expendables
 - Conference Room Request
 - Agency Telephone Directory Control File
 - Agency Distribution Controlled Regulation File
 - Parking Space Card File
 - Space Utilization Folder
 - Personnel Security Folder
 - Daily Diary
 - Monthly Activity Report

5. Forms Control

- a. Request for new form reviewed. Rough draft of desired format and information prepared. Form 30 filled in & forwarded to Forms Management Staff
- b. Forms Mgt. notifies R&S when stock is low, R&S checks consumption rate against predicted rate of usage on Form 30. R&S reviews to see if revision needed before reordering.
- c. Survey of ORR forms completed, 10 forms obsoleted. 130 forms for ORR primary interest. Most ORR forms are not stocked by BSO.
- d. A case folder showing evaluation of ORR forms is maintained.
- e. All reproduction requests for forms approved by R&S

- f. Some control of duplicating equipment, thru location & monitoring of usage.

- f. Control of duplicating machine is maintained by location of the machine near responsible persons. However,

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COMMENTS

such persons have other work to do, and the number of "bootleg" forms in ORR suggests that duplicating equipment is being used improperly. Adequate control of the machines would reduce unofficial forms.

Recommendation: Require users of such machines to sign a sheet (attached to the machine), & to specify reason for use.

6. Regulatory Issuances

a. Agency regulatory issuances

R&S maintains ORR mater copy of regulations "accountability for distribution Controlled" determines distribution of regs in ORR revises no. of copies requested by ORR offices comments on coordination copies of proposed regulations; upon publication AD's copy is annotated whether ORR commented (and if comment adopted).

b. DD/I Notices

Same as above

c. ORR Regulations and Notices

R&S originates administrative regulations & notices; coordinates proposals within ORR & outside ORR; if required submits to Chief, Admin. Staff for approval prior to submission to AD. Assigns number (regulations correspond to Agency regulatory categories, notices are numbered numerically within calendar year) Checks at time of preparation for conflict with Agency regulatory issuances. Maintains master copy of ORR regulations & notices maintains historical file of background data.

d. Volume

8 to 10 regulations a year
40 to 50 notices a year

aab. Recommendation: If comment is made, concurrence to proposal should be made subject to comment to assure adoption of comment.

c. Recommendations: Number ORR Notices according to Agency categories. Use expiration dates on notices to obviate need for recession notice. Review ORR regs & notices for conflict as new and revised Agency regulations are published. Consider requesting R.C.S. assistance in revising ORR regulatory issuance system.

7. Building Maintenance

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PROCEDURES

- a. Maintenance Requests (minor requests are prepared by Offices, major request by R&S). Requests are screened by R&S from cost standpoint and to insure optimum utilization of space and equipment. Actual survey of area is made before R&S endorses request to Space Maintenance.
- b. Volume - 20 to 30 a month.
- c. Cost
Anything fixed to building paid by Logistics Special equipment is paid for by ORR. R&S checks justification of request, estimates cost, determines vendor, sends to Budget & Fiscal for obligation prior to submission to Bldg. Supply Officer. Oct. 57 alteration cost of \$1682.77 - an average month. \$5800 cost of November move of Staff D. Partitions cost \$300 - 400; electric outlets \$25 - 30, framing of maps \$20 - 100.
- d. Telephones
Request initiated by office R&S makes survey, recommends best installation, prepares template showing exact location of phone on desk endorses written request to Telephone Section. R&S also provides assistance in securing home telephones for key personnel. (R&S checks "Key personnel" factor, prepares memo to Telephone Section for signature of Chief Admin.)
- e. Char force
R&S processed requests for special cleaning. Receives complaints and takes remedial action by telephoning Space Maintenance.
- f. Parking Spaces
R&S assigns 104 ORR parking spaces down to Branch Chief level by slot, spaces for visitors and consultants, medical spaces (6 month assignment, then new medical justification required). Parking space signs and maintenance (telephone to SMF). Parking violations reported to SMF. Official use permits (5) for a fiscal

COMMENTS

7. R&S is responsible for insuring most efficient utilization of ORR space and equipment. In fact, because of various pressures and lack of information, R&S is not in a position to take positive steps along these lines. The cost of building changes and personnel moves is so high as to justify more positive control, logically by Admin Staff through R&S Section. Such control, with long-range planning could reduce costs and insure that space is properly used. Present R&S action is more of a rubber-stamping.

Recommendation: Chief, Admin Staff take steps to assure more positive role in planning and controlling utilization of space and equipment. Management Staff can be of assistance in such planning and installation of controls.

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COMMENTS

year from SMF arranges special parking in other areas. Call SMF 24 hours before. Maintains parking space control cards.

8. Personnel Moves

8. See 7 above.

a. Planning

Upon request for move, R&S makes survey to determine alterations required, lighting requirements, electric outlets, electric circuits for special equipment, amount and type of equipment and unauthorized Class A furniture feasibility of safe area storage, telephone and intercom requirements. A space plan is then prepared (using templates) and approved by requesting official.

b. Implementation

Memo to SMF prepared. If safe area is involved, memo is routed to SMF through Security who initiates Security requirements. Space plan is attached to memo. Memo to Telephone Section with Space Plan. Necessary new equipment ordered.

c. Supervision of Alterations

Two copies of T-54 (work order) received from Logistics. Workmen contact R&S before beginning work. R&S returns 1 signed copy of T-54 to LO upon completion of work. The second copy is filed. SMF is then telephoned for actual move and Telephone Section is called.

d. Volume

Three personnel office moves a month. The moves are necessitated by internal rearrangements, consolidation of offices, swapping of space etc.

e. Cost

Reimbursed by LO to GRA. Even if a truck is not used, there is still a charge of \$4 per hour for truck and driver. The moving crew is paid \$2.35 per hour. A normal crew includes 9 to 10 men.

9. Physical Security R&S supports

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Chief Admin, the GRR security officer,

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COMMENTS

a. Security violations in restricted areas

Upon report of violation, R&S notifies Chief, Admin, makes daily diary entry conducts investigation of violation with OCI Security Officer. When ORR office has reported on reprimand given, R&S makes thermofax copy and places in Personnel Security Folder. R&S checks for previous security violations.

b. Security violation outside restricted areas

Same as above with Office of Security in place of OCI.

c. Defective Safes

R&S notifies OCI for restricted areas, Office of Security for non restricted areas.

d. Combination changes

R&S arranges with OCI and OS.

e. R&S Security briefing

cover securing safes, mail routing, storage of carbons, waste material, securing room, loss of Agency badge, reporting security violations, preparation of requests re outside activities, proper storage of classified material.

e. Each new ORR employee is subjected to 4 or 5 briefings, including 3 in ORR - by the R&S Section, division and branch security officers. The division security briefing relates to division policies, the branch briefing relates to the employee's specific work. R&S briefing is for application to all ORR. Since the individual will be most concerned with the division and branch environment, and since the policies of division and branch must be consistent with office policies, the briefing by R&S seems superfluous.

Recommendation: Discontinue R&S briefing. Since R&S includes Asst. Security Officer, this section should prepare a briefing outline, to insure adequate coverage of all material.

10. Safety & Emergency Planning

Chief, Admin ORR is Safety Officer
Emergency Planning Officer, Evacuation
Officer.

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PROCEDURES

COMMENTS

- a. Safety
R&S responsible for initiating remedial action on safety hazards discovered in annual inspection by Safety Officer and CSA Fire Inspector. Whenever an accident or injury occurs, R&S investigates, and if physical hazard the cause, R&S notifies SMF. R&S makes verbal report to ORR Safety Officer and telephones CIA Safety Officer.
- b. Emergency Planning - Evacuation
R&S prepares revision of ORR emergency plan and 8 annexes (only annex #8 designating area wardens is revised annually. R&S revises plans when required by office moves. R&S secures copy of evacuation plan for other buildings where ORR units are located but ORR does not have primary responsibility. R&S briefs new wardens. Last briefing last year.

11. New Building Planning

This is actually handled by Asst. to AD/HR, who also handles Vital Materials. R&S has distributed Utilization of Floor Space Plan to all Admin Assts. From this R&S has compiled data on:

11. See 7 above.

Sq. footage of each room, average
sq. footage per employee, sq.
footage occupied by occupant,
tabulation of filing equipment
in use.

12. Reproduction Service

- a. R&S approves reproduction request for all forms for ORR.
- b. R&S approves reproduction request for OAD Staffs (Staffs C, I, A, ETC)
 - 1) Scans request for complete information
 - 2) Logs in request by component
 - 3) Assigns job number
 - 4) Maintains follow-up suspense
 - 5) Expedites requests by establishing priority systems.

- c. Other approving authorities for

reproduction in ORR

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PROCEDURES

COMMENTS

- 1) Publications Staff - Economic Area
- 2) Cartographic Reproduction Clerk
- 3) Map Library - Information Control Section

- d. Graphics are obtained directly by each office.

BUDGET AND FISCAL SECTION

PROCEDURES

WORK FLOW

COMMENTS

- I. Budget Estimates - See Chart
- II. Budget & Fiscal Records
Transaction Record; Property Authorization Record; Allotment Control Record; See procedures below.
- III. Overtime Requests
(O/T is included in Office budget estimate)
 1. On Monday before start of pay period, divisions prepare "Request for Authorization of Overtime & Holiday work," O&H (f. 292), based upon branch requirements.
 2. Submitted to St/A, B&F Sec.
 3. B&F Clerk:
 - a. Checks f. 292 for accuracy and completeness.
 - b. Prepares one summary f. 292 for O&H.
 - c. Posts to graph (Office)
 - d. Posts to Office analysis sheet (cumulative hours requested, estimated cost)

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PROCEDURES

WORK FLOW

COMMENTS

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e. Posts to allotment
account analysis
sheet

e.



4. Chief, St/A signs f. 292 as approving officer (Dep. Chief submits f. 292 for OAD & Staff).

4.



25X1

5. B&F Clerk pulls copy of f. 292 and files in loose leaf book; files charts and analysis sheets; sends O&I of f. 292 back to divisions.

6. After pay period, divisions submit f. 292 (O), Time & Attendance Report (f. 20), Report of Overtime & Holiday work (f. 293) (signed by division chief, lists employees and O/T hours worked), and Overtime Summary (no form #) to St/A, B&F Sec. Clerk f. 20's and 292 to Fiscal Division.

6. The O/T summary is the same as the f. 293 except for detail regarding grades of employees.
Recommendation:
Eliminate O/T Summary. On f. 293 names of employees by grade, specify hours O/T worked, and add an "hours requested" column.

7. Clerk prepares Office O/T Summary (no form #) and attaches f. 293's and these are submitted to Chief, St/A.

7.



7. The same information recorded on the analysis sheets (step 9 below).
Recommendations:
Eliminate Office Overtime summary.

25X1

8. B&F Clerk files f. 293, Office & Division summaries (by allotment acct. by pay period) in loose leaf book.

9. Thursday after end of pay period, clerk calls Fiscal Div. and obtains (by ORR

Division) actual hours of

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WORK FLOW

COMMENTS

O/T worked and actual cost for pay period. She posts to graph and to analysis sheets.

[Note: Monthly allotment ledger includes, but does not isolate, overtime costs. Yearly detail on O/T is provided by Comptroller.]

IV. Taxi Revolving Fund

Asst B&FO is custodian; St/A Clerk is alternate. Fund (UV object class 02) was established at \$50 per mo. by memo and Request for Advance submitted to O/C.

1. B&FO authorizes use of taxi (cost plus 10% tip of \$1 or more) or private auto (\$.10 per mile) when Agency car or bus not available for official travel. Name, date and destination marked in blank book (no form #).

2. Traveler appears at B&F Sec. for reimbursement, completes Claim and Receipt form (f. 647). Blank book is checked for prior approval: if approved individual is paid. If not approved, individual must justify to B&FO, after which he is paid and listing is made in blank book in red.

3. At end of month, Accounting by Individual for Advance (f. 262) is certified by B&F Sec. re: availability of funds and, with receipts, sent to O/C. (May be hand-carried).

1. Information in this blank book is same as on the receipt (f. 647).
Recommendation:
~~Eliminate~~ blank book; type information regarding name (under signature line), date and destination on Receipt form and hold for reimbursement request.



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/Note: B&FO also audits P.I. Division and Map Library imprest funds; accountings also submitted with receipts.] O/C certified f. 282 and provides additional sum necessary to bring total to \$50. (Hand-carried with receipt for B&FO to sign.) Copy of f. 282 filed by B&F Sec.

4. Each month \$50 is obligated (plus PI and Map Library funds) by preparation of Miscellaneous Obligation Record (f. 461) and entry in Allotment Control Record (f. 619). F. 461 is placed in unliquidated obligation folder for that account. When Status of Funds report is received from O/C, f. 461 is placed in liquidated obligation folder and expense is posted to Allotment Control Record.

V. Requests and Accountings for Advances

A. Vouchered Travel

1. Request for travel (memo) submitted by division thru Area Chief, to St/A, B&F Sec. B&F Clerk holds, supplies division Travel Order number. 1.
2. Travel Order prepared by division and sent to B&F Sec. with signed, blank Request for Advance (SF 1038). 2.
3. Request for advance completed (O&2); funds are obligated in Transaction Record from T.O. To Chief, St/A. 3.

4. Copy of Travel Order and

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are sent to Fiscal Div.
Copy of each filed in B&F
Sec. by T.O. number. Logged
out by B&F Clerk (blank
book, no form #). Copy of
T.O. to Central Processing
Branch.

5. Fiscal Division calls B&F
Sec. to pick up check (B&F
Clerk or Geog. Area Courier
picks up, signs receipt).
Admin. Asst. picks up check
and delivers.

6. After travel, traveler
prepares Travel Voucher
(SF 1012), 0&4, to Dep.
Chief, St/A. Traveler
attaches his check or
cash, if appropriate.

7. Travel Voucher (0&2) sent
to Fiscal Division, one
copy is filed by B&F Sec.
with T.O. (chronologically).
T.V. is logged out (no form
#).

8. Fiscal Division sends check,
if required, and audited
Travel voucher to B&F Sec.
Admin. Asst. picks up and
delivers check.

9. B&F Sec. destroys copy of
Travel Voucher and substi-
tutes audited copy in folder
with T.O. (used to answer
questions), travel request
and travel report.

[There is no B&F follow-up
no delinquencies unless
queried by Fiscal Division.
This is a division respon-
sibility.]

Unvouchered Travel

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Same procedures as vouchered except:

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1. Obligation is posted from Travel Order to allotment Control Record rather than to Transaction Record.
2. Request for advance must be certified by B&F regarding availability of funds; O&2 to Finance Div., one copy is filed with Travel Order by T.O. number.
3. Travel Voucher (f. 22) is prepared in draft form by traveler and completed by B&F, which sends O&2 to Finance (one copy is filed with T.O.)
4. Audited copy of Voucher is substituted for original, filed with T.O., original copy is sent to the division.
5. Allotment Control Record is posted when O/C Status of Funds Report is received.

B. Operational Advances (Entertainment, Purchases - Unvouchered)

1. Authorization may be verbal or 1. Memo to AD's secretary; requested by memo. If entertainment, must be approved by AD. to AD for initial; to AD's secretary (telephones B&F).
2. B&F prepares Request for Advance (f. 1038), O&4, (approved by Chief); Request is certified re: availability of funds and obligation is posted to Allotment Control Record.
3. Request for Advance (O&1) sent to Finance; two copies filed in B&F Sec. (one by account; one in unliquidated obligation folder).
4. After expenditure, individual prepares draft accounting and submits.



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to B&F Sec. B&F Clerk prepares 4. O&3; B&FO certifies to availability of funds and files copy of f. 282 in accounting by Individual for Advance folder; sends f. 282 to O/C.



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5. When Status of Funds report received, post expenditure to Allotment Control record and transfer copy of SF 1038 from unliquidated to liquidated obligation folder.

VI. Semi-Annual Budget Report to DD/I

1. Receive memo from DD/I requesting report. B&F Sec. Prepares memo to divisions requesting expenditures for remainder of fiscal year by object class (except 01, 07-insurance and 11-retirement, which B&F supplies), and attaches copies of Status of Allotment Account.
2. Divisions supply information by memo. B&F prepares consolidated memo to DD/I.

VII. Contracts

A. Personal Services (QRR has 3)

1. Based upon conversations with St/A, Division submits memo thru Area Chief requesting name check. Dep. Ch., St/A prepares memo to Security (O&I) requesting name check; one copy filed in B&F external research file with one copy of division's memo.



1. The memorandum prepared by St/A is the same as that coming from the division. Recommendation: Eliminate St/A memo.

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2. O/S returns memo stamped "approved"; B&F Sec. substitutes this copy for copy filed above and telephones division.

3. Division arranges with St/I to have OO contact proposed contractor.

4. If contractor agrees to terms, division prepares memo to AD thru Area Chief and SA/AD. Ad approves memo and sends to B&F Sec.

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5. B&FO prepares Staff Study to DD/I (O&9) requesting approval.

5. Recommendation:
Use the division's memorandum (prepared in staff study form), and eliminate step 5.

6. DD/I approves and returns original to AD; then sent to B&F Sec.

7. B&F prepares memo (O&4) to Contract Personnel Division requesting preparation of a contract.

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8. C.P.D. prepares contract (O&3), sends to B&F; B&F then holds for contractor's signature. (Obtained by OO)

9. Signed contract to AD for his signature. B&F Sec. files one copy in project folder, sends O&2 to C.P.D.

10. Each month, B&F sends form memo (no form number) to the division requesting a progress report on the project (this is used to justify paying contractor). Project monitor

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to B&F thru SA/AD (who approves payment).		
11. B&F Sec. prepares Agent Duty Status report (f. 433), O&2; certifies to availability of funds. To Chief, St/A for signature; O&1 sent to Finance; 1 copy filed by B&F in project folder.	<div style="border: 1px solid black; width: 400px; height: 100px;"></div>	
12. Finance return certified f. 433. B&F substitutes certified copy in project folder.		
13. On first day of month (for preceding month) or last work day of month, B&F records obligation in Allotment Control Record and prepares a Miscellaneous Obligation Record (placed in unliquidated obligation folder), when Status of Funds Report received, post expenditure to Allotment Control and place Miscellaneous Obligation Record in liquidated obligation folder.		
B. <u>Other Contracts (External Research)</u>		
1. Same as above.		
2. SA/AD prepares draft project outline for EIC coordination. To Security for approval. SA prepares final project outline, approved by P.R.C. Copy to St/A. R&S Sec. prepares requisition.		
3. B&F Sec. stamps requisition re: availability of funds, obligates in Transaction Record and files copy of requisition in T.R. Requisition back to R&S Sec. to distribute. B&F sends memo to O/C requesting establishment of an obligation for the project.		

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4. O/L returns copies to St/A; one copy filed by B&F in T.R. in place of original.		
5. When obligated on Allotment Ledger copy of requisition is filed in project folder.		
6. Each month step 10 above is followed. Original is sent to O/L, copy is filed by B&F in project folder.		
<u>VIII. Payroll - Salary Checks</u>		
1. B&F Sec. Clerk receives, from Fiscal Div. T&S's for all div- isions grouped by allotment ac- count and in order of employee number, plus listing for each account.		
2. Clerk separates by allotment acct., pulls out cards for employees who are working in a different component from the one in which T/A's are included (transfers, etc.) and places with appropriate allotment account group. (Keep a list of these.)		
3. Division Admin. Assts. pick up T&A's in accordance with prescribed schedule; they arrange the T&A's alphabetically.		
4. On Monday after end of pay period, T&A's returned to B&F Sec. (arranged by employee number). B&F Sec. Clerk adds "odd" cards to proper allotment account group, checks for accuracy. Cards sent to Pay- roll via courier, (with leave slips, if any). Lists sup- plied by division are used as transmittal records. [Cards sent out during pay period are logged out - no form #.]		
5. For St/A personnel, B&F Clerk		

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posts to T&A Report (f. 515) showing leave and O/T taken during the period. This is kept in B&F Sec. (Some divisions also keep such records.)

6. Paychecks are picked up at Payroll by B&F Clerk on pay day. She signs receipt. Checks are arranged by employee number and grouped by allotment account, and are accompanied by an IBM listing of names and checks and employee numbers (O&1). One copy filed in B&F Sec.
7. Clerk places checks with proper allotment account group.
8. Admin. Assts. pickup checks in accordance with schedule, sign IBM listing, initial for checks for transfers.
9. B&F sends checks to consultants
10. B&F types monthly listing of OI expenditures by allotment account.

IX. Personnel Locator Cards:

(IBM cards containing name, extension, office, home phone numbers and other matters for each employee.)

1. Card is made up by O/P, taken by employee to his assignment. Admin. Asst. inserts location data and sends to Machine Records Division via B&F Clerk (who makes necessary changes on master listing, sends to MRD).
2. M.R.D. distributes a monthly IBM listing (O&3) of all ORR employees, by name, room no., office and home phones, address, date of the information. B&F Sec. keeps the list.
3. Whenever there is a change in such data, the division

IX. This is a personnel function.

Recommendation:
Transfer to St/A's Personnel and Training Section.

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administrative assistant marks the changes on the IBM card, and sends the card to the B&F Sec. Clerk. The clerk marks changes on the IBM listing and forwards the card to MRD.

4. M.R.D. provides a new card and sends to the division via B&F Sec.
5. When the monthly IBM run is received (043), B&F Sec. Clerk checks old list against the new and makes changes on the new list. Original kept in B&F, copy to OAD, copy to Pers. Sec. of St/A, returns copy (corrected) to MRD. Time required to maintain these records: one day per month.

X. Liaison (re: leave, retirement, insurance, etc.)

General question - answering, depending upon knowledge of personnel of this Section. No formal procedures.

XI. Personnel Actions and T/O Changes

B&F Section is involved only in relation to staff agents (ORR has one).

1. B&F receives SF 1152a (resignation as staff employee and prepares SF 1152a appointing individual as staff agent and another 1152a appointing him to the State Dept. 1152a's sent to O/P, Contract Pers. Div. one copy of each is filed by the individual's pseudonym in Office of Chief, St/A.

2. SF 1150 and contract are sent to St/A (Pers. and Tr. Sec.), then to B&F, which files in individual's folder (in Office of Chief, St/A).

1. These are Personnel functions.
Recommendation:
Transfer to Pers. Tr. Sec.

2. These are Personnel functions.
Recommendation:
Transfer Pers. and Tr. Sec.

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3.

4.

XII. Campaigns

1. B&F Sec. receives DD/I notice of meeting to discuss charity campaign; asked to submit names of Keymen and campaign chairman.
2. Advise DD/I Office of Keymen and chairman by memo.
3. Attend meeting receive campaign materials; send out OPR notice regarding purpose of drive.
4. Dep. Chief of St/A holds Admin. Asst. meeting, distributes materials.
5. Money sent to B&F Sec. Clerk who audits reports, prepares OPR report, takes to O/P with money, gets receipt.

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6. B&F Clerk prepares report for AD, thru Chief, St/A, citing no. people on duty per division, no pledges, total pledged or contributed, balance due.
7. Prepares data for graph (prepared by OCI graphics).
8. B&F Clerk receives pledge cards and follows-up on pledges, also handles blood donor and other drives.

XIII. Motor Pool Service (100 calls/month)

B&F Sec. calls pool upon request from admin. assistants; keeps a log (no form #) of name, destination, badge number, time Log is used for monthly report and to prove they're providing adequate service.

XIV. Requests for Travel

A. Domestic

1. Request for travel (memo, O&2) initiated in branch, approved by division and Area Chief, to Dep. Chief, St/A.
2. Dep. Chief, St/A reviews (question, rather than disapprove), may take up with Chief to take to division or Area Chief.
3. Approved original of memo sent to ST/I (to notify OO); copy to B&F Sec. Clerk (who files alphabetically); copy back to division by Secy to Chief, St/A.
4. Admin. Asst. calls B&F Clerk for Travel Order number; B&F Clerk at this time advises re: preparation of T.O.; clerk records (dittoed paper, no form #) number assigned, name, division.

3. Notification of OO is not required on all domestic travel.
Recommendation:
Eliminate, except where necessary when visiting plants with which OO has contacts.

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dates of travel and destination.
[This record used to answer questions regarding travel,] provides information re: carriers, etc.

5. Division prepares Travel Order (045) based upon approved memo.
6. B&F Clerk checks Travel Orders for accuracy and agreement with the requesting memo, makes necessary corrections and attaches the approved memo to the T.O. To B&FO to obligate in T.R. to Dep. Chief of St/A for signature.
7. Clerk detaches one copy of T.O. and files by T.O. number, with approved memo. 044 of T.O. to Central Processing Branch.
8. B&F Clerk calls C.P.B. and asks them to issue Transportation Request, gives dates of travel, carrier, etc. C.P.B. gets tickets, calls B&F. B&F Clerk picks up. [Note: B&F Sec. keeps a book of Transportation Requests for use in emergencies] B&F calls admin. asst. to pick up tickets.
9. Accounting - See requests for advances. (When receive audited voucher, record actual expense on Travel Card.)

B. Foreign

B&F Sec. will have advance information regarding most travel from the six months estimate of travel ORR must submit to DD/I.

1. B&F receives original of request for travel from division (memo 041), thru Area Chief, SA/AD (approved by AD). SA to AD reviews and takes up questions with the division.

2. B&F prepares draft staff study based upon the memo. To SA for approval. To B&F for final preparation of dittoed master

2. This is a second, duplicating study.

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2. Recommendation:
Div. prepare final staff study, to AD for approval then to R&F for coordination. Eliminate step 2.
3. R&F coordinates proposed cover with Central Cover Branch. Statement of cover arrangements is included in staff study.
4. Staff study (prepared in final form); to Area Chief, to Chief of St/A and to Special Asst. for review. If there are stations to be visited, SA prepares dispatches or cables. Staff study and communications to AD for approval.
5. R&F takes approved staff study and dispatches or cables to AD's office for logging out the distribution (O&I2 plus area div.). Coordinated memo (original) is logged into AD's office, then to R&F Sec. (R&F holds copy for C.P.B. until Travel Order has been prepared).
6. R&F prepares Travel Order, certifies to availability of funds after staff study OK's by DD/P; if military cover is involved, prepares Request for
7. R&F obligates funds in Allotment Control Record, using T.O. as obligating document (in unliquidated obligation folder). T.O. and f. 938 and C.P.B. copy of staff study to Central Cover Branch, which sends on the C.P.B. R&F Sec. Files 2 copies of T.O. and copy of f. 938 by T.O. #, makes entry on travel card (f. 1039) of traveler.

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8. B&F arranges by phone for medical examination of traveler, prepares Medical Action Request and Report (f. 259) (0&6), files one copy by T.O. # and sends others to Medical Staff.		
9. B&F contacts traveler to send him for shots, inquires about old passports, birth certificates, photos, brief him on C.P.B. process. Traveler goes to C.P.B. for processing (C.P.B. prepares Request for Advance and gives traveler check-out list).		
10. Traveler is briefed by S.A. and B&F (Administrative matters), which obtains his signature on the staff study, advises him regarding accounting. B&F signs check-out list. Traveler obtains tickets and passport at C.P.B.		
11. After travel, traveler submits accounting to B&F in draft form showing all expenditures, including receipts. B&F Clerk prepares Travel Voucher.		
12. Traveler reviews Travel Voucher; final T.V. (0&3) typed, signed by traveler, who attaches check or cash if required. T.V. certified by B&FO re: availability of funds, indicating obligation reference no. and allotment account no. Copy of T.V. filed by B&F with Travel Order.		
13. T.V. approved by Dep. Chief of St/A and sent to Finance Div.		
14. Audited Voucher returned, substituted by B&F for retained copy (which is sent to the division). Audited Voucher is filed with Travel		

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Order. Record actual cost of trip of Travel Card.

XV. Travel Cards

"Individual Travel Record" (f. 1039) is filled out for each traveler, filed alphabetically by allotment account, by FI. Purpose is to have summary of all travel of an individual for budget purposes -- must show no. trips per division, per diem, other expenses.

XV. This record not necessary for each individual. Listing by division will give same info., with less effort. (Note: If T.O.'s were filed by individual they'd also have info re: ind.'s travel.)

Recommendation:
Eliminate cards, keep listing, file T.O. by name and T.O. no. if information on individual travel is necessary.

XVI. Purchase Requisitions

1. Division types requisition (f. 88), which is processed by St/A, R&S Sec. B&F certifies to availability of Property Authorization or funds and posts to Property Authorization record or T.R., keeps a copy in unliquidated obligation folder or T.R. Back to R&S Sec.
2. Later receive 2 copies from Logistics; B&F substitutes one copy of requisition for retained copy, sends other to division.
3. When receive Status of Funds report, or Allotment Ledger, enter expense in Property Authorization record or T.R. and place requisition in liquidated obligation folder (in case of P.S. item), keep document in T.R. -- in this case, later note actual cost on requisition and file in division allotment account folder.

XVII. Consultants

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1. B&F Clerk gets list (from Pers. and Train. Sec.) of consultants, prepares card (dittoed, no form #) listing dates, division, name, compensation of each consultant, address.
2. Division submits to B&F memo requesting consultant services thru SA (O&I). B&F keeps copy, contacts admin. asst. to see if Travel Order is necessary, initials of memo. (Original to Pers. and Train. Sec.)
3. Admin. Asst. prepares Travel Order (UV) to B&F Clerk. Checked for accuracy, B&FO certifies on T.O. to availability of funds; posted to Allotment Control Record, original to Dep. Chief, St/A for signature, copy of T.O. and copy of request filed by T.O. number, one copy filed in unliquidated obligation folder, others to C.P.B.
4. Admin. Asst. prepares Travel Voucher; to B&F for funds certification and review, one copy filed with T.O., O&I to Finance (after signature by Dep. Ch. of St/A). Audited copy substituted for retained copy, which is destroyed.
5. At end of pay period, division submits memo on consultant's activity. T&A is attached (signed by Dep. Chief, St/A) B&F posts info from T&A to dittoed card, sends T&A to Payroll.
6. B&F prepares memo to Special Asst. thru Chief, of St/A, listing consultants, hours worked, total and cumulative cost for each consultant, amount budgeted. Copy retained by B&F. (Pers. and Training Sec. keeps consultant files).

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